

do something about it? PJS

8 March 1957

SUBJECT: Time Requirements in the Production of NIE's

REFERENCE: Attached Charts

1. The IAC machinery has demonstrated the capacity to produce fully coordinated estimates in less than 36 hours; it has also consumed up to 10 months in producing papers involving special research problems or new techniques. Neither of these extremes is of any value in determining the optimum time that should be allocated to the five principal steps (preparation of terms of reference, preparation of contributions, preparation of staff drafts, Board review, and inter-agency review and approval) in the production of routine or regularly scheduled estimates.

2. Over the past year we have tended to draw up schedules for our "routine" papers which allow about 8 weeks from the time of approval of the T/R's by the Representatives to final IAC approval of the Estimate. Our actual experience, as revealed in the attached chart, containing selected, representative papers for 1955 and 1956 and all estimates published in the first quarter of 1957, indicates that the system cannot sustain production on such schedules.

3. We have no record of the time required to prepare T/R's but personal experience suggests that staffs should begin work at least one week in advance of the date the T/R's are due to the Board, and two weeks in advance of the desired date for approval by the Representatives. This period can be greatly shortened, but in this exercise we are looking for a schedule which permits normal papers to move smoothly ahead, allowing sufficient fat so that crash exercises and other unforeseen developments do not throw the entire schedule out of phase.

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5. In the chart, the time required for preparation of staff drafts is the time interval between receipt of the OIR contribution, (with one or two exceptions) and circulation of the draft estimate to the Board. It does not reflect preliminary work done prior to receipt of the OIR contribution nor does it take into account interruptions occasioned by higher priority work. In only two papers is the drafting time less than 3 weeks. Data for NIE 11-4-56 is incomplete because the 24 days shown is only for Parts I and II, and the situation with respect to NIE 13-56 was complicated by the late receipt of the key ORR contribution. In any event, the chart reveals that the staff consumed over 3 weeks in drafting 19 of the 25 papers listed, and 12 papers consumed over 30 days.

6. Board review appears to consume a relatively small portion of the total process with 15 of the 25 papers examined having been cleared in less than 7 days. Board review and re-drafting occasionally consumes 2 weeks to a month or more.

7. Seventeen of the 25 papers required more than two weeks from circulation of the Board draft to final clearance by the IAC and 12 required more than three weeks.

8. On the basis of experience the following time requirements appear necessary under normal circumstances:

Preparation and Board clearance of T/R's	2 weeks
Preparation of contributions	4-8 weeks
Preparation of Staff drafts	3-5 weeks
Board Review	1-2 weeks
Agency review and IAC approval	<u>3-4 weeks</u>
TOTAL	13-21 weeks

9. Although the time allowances for contributions may appear excessive, we must take into account the fact that the agencies have competing responsibilities, and they are often understrength or handicapped by inexperienced analysts. In OIR several days are consumed in intra-office review and the simple process of reproduction sometimes takes three days.

10. The process of staff drafting is in part creative and does not necessarily proceed automatically upon receipt of contributions. Deficiencies or contradictions in the contributions may only be revealed after the first draft has been prepared. Thorough staff work should involve careful examination and testing of the data submitted and review of the drafts by other components of O/NE and the agency. This process can be curtailed, and accelerated, but beyond a certain point the draft

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suffers. Time saved in the Staff may throw an additional burden on the Board which should be in the position of concentrating on the general impact of the paper and the validity of the estimates.

11. There are several steps that the Staff can take to insure closer adherence to our schedules. T/R's should be prepared as far in advance as possible. Considerable "warming-up" can be done before receipt of contributions - except of course when the Staff is bogged down in unscheduled work. Finally, the Staff should recognize the value of producing a first draft as soon as possible so that Staff review can uncover inadequacies in data, problems in approach, etc., at an early date and well before the time allotted to the Staff has evaporated.

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Approved For Release 2005/08/10 : CIA-RDP79R00971A000100050004-7

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